

MPA Management Capacity Building Training



Module 5: MANAGEMENT PLANNING, PART 2

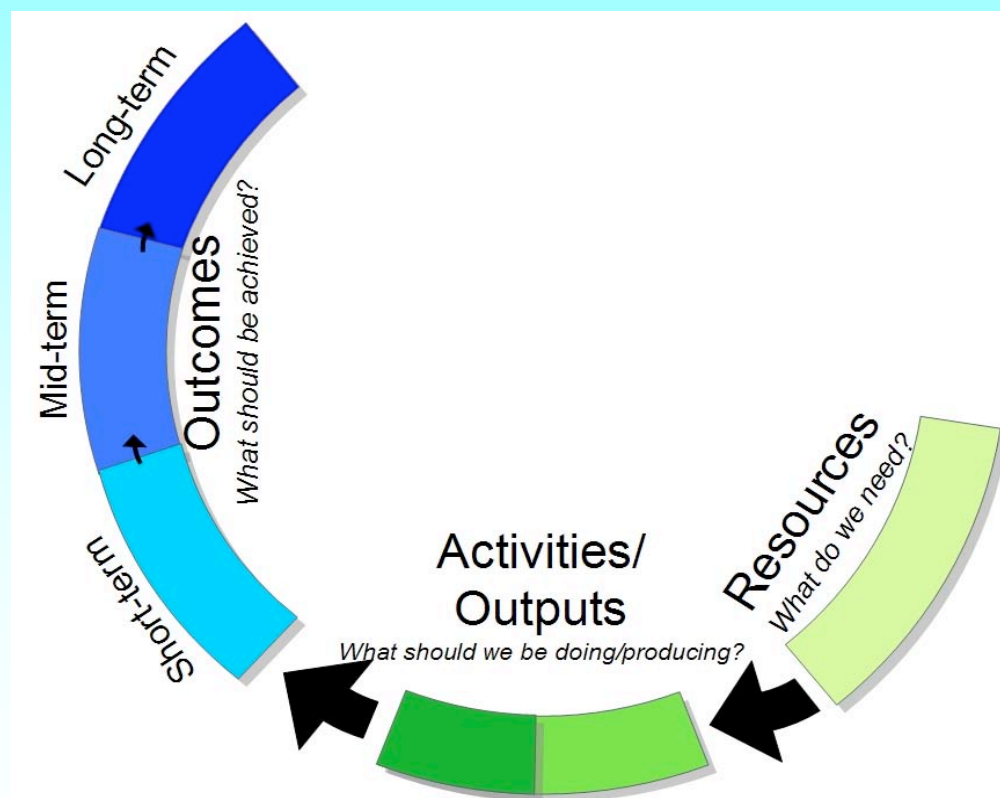


What Can Be Evaluated?



(Adapted from Hockings et al., 2000)

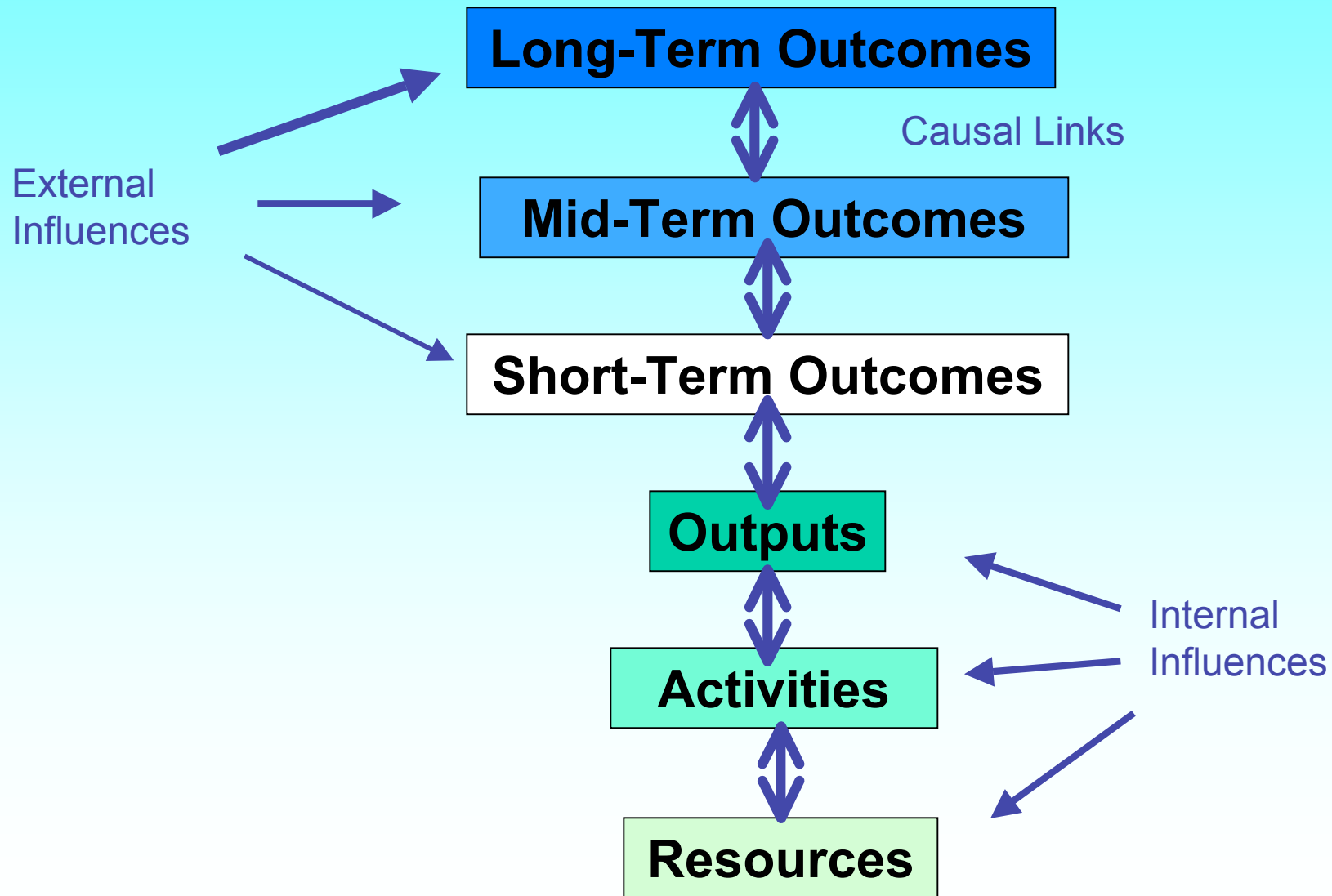
Program Design



Program Design

- What did you do last week at your MPA?
- What are your goals for your MPA?
- How are the two connected?

Planning Process



Planning Process Definitions

Long-Term Outcomes – describe the intended ultimate impacts or objectives of the program on the issues. They might be social, economic, environmental, or individual consequences.

Mid-Term Outcomes – describe expected impacts on the environment or audience's behavior based on the continuation of the program or a number of projects.

Short-Term Outcomes – describe the expected immediate impacts of the program or project (audience reactions or abilities, change in the environment).

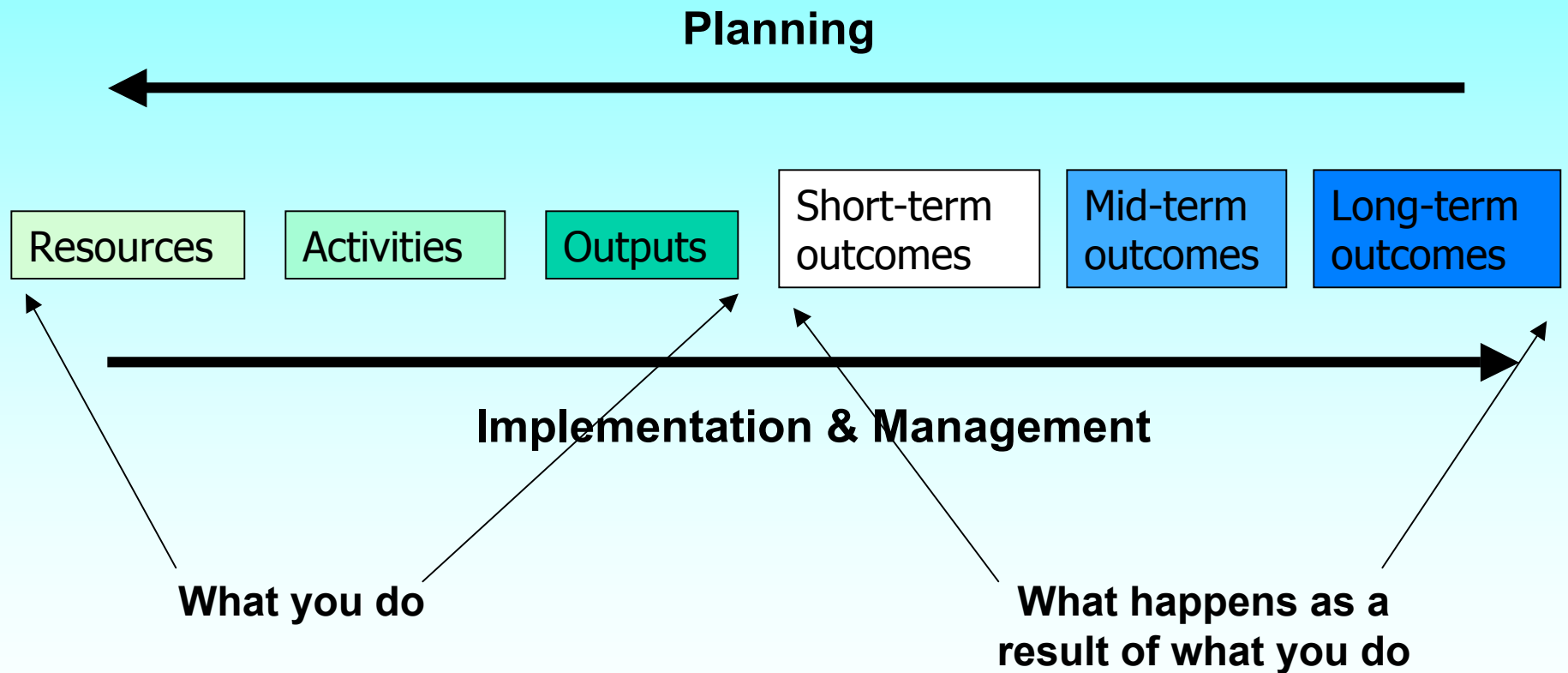
More Pieces

Outputs – physical products resulting from activities needed to achieve the desired outcomes.

Activities – what you spend your time doing in order to achieve the desired outcomes, produce the necessary outputs, or obtain resources.

Resources – the time, money, human resources, office space, utilities, equipment, supplies, management and partner support, etc. needed to accomplish the program.

Planning Process



The Planning Process

- **Step 1.** Identify the impacts (outcomes) of the project on the intended audience and/or issue (as long-, mid- and short-term outcomes).
- **Step 2.** List the activities and outputs needed to achieve the outcomes
- **Step 3.** List the resources needed and/or available
- **Step 4.** Read the model left-to-right as a series of “If . . . then...” statements.

Step 1. What Are the Desired Impacts (Outcomes)?

- **Desired long-term outcome:** Sister will be comfortable snorkeling
- **To get to that long-term outcome, she must first have this outcome:** Have intermediate snorkeling skills, respect but not fear water environment
- **To get to that mid-term outcome, she must first:** Be able to demonstrate breathing through snorkel, clearing mask, diving underwater and clearing snorkel, swimming with fins, and identifying organism in water; recognize potentially harmful organisms; snorkel in a variety of water conditions.

Outcomes

Short-term outcomes

Demonstrate
basic snorkeling
skills

Identify and
respect
organisms

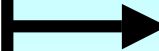
Experience
variety of water
conditions

Mid-term outcomes

Snorkeling skills
Comfort in water

Long-term outcomes

Comfortable
snorkeling

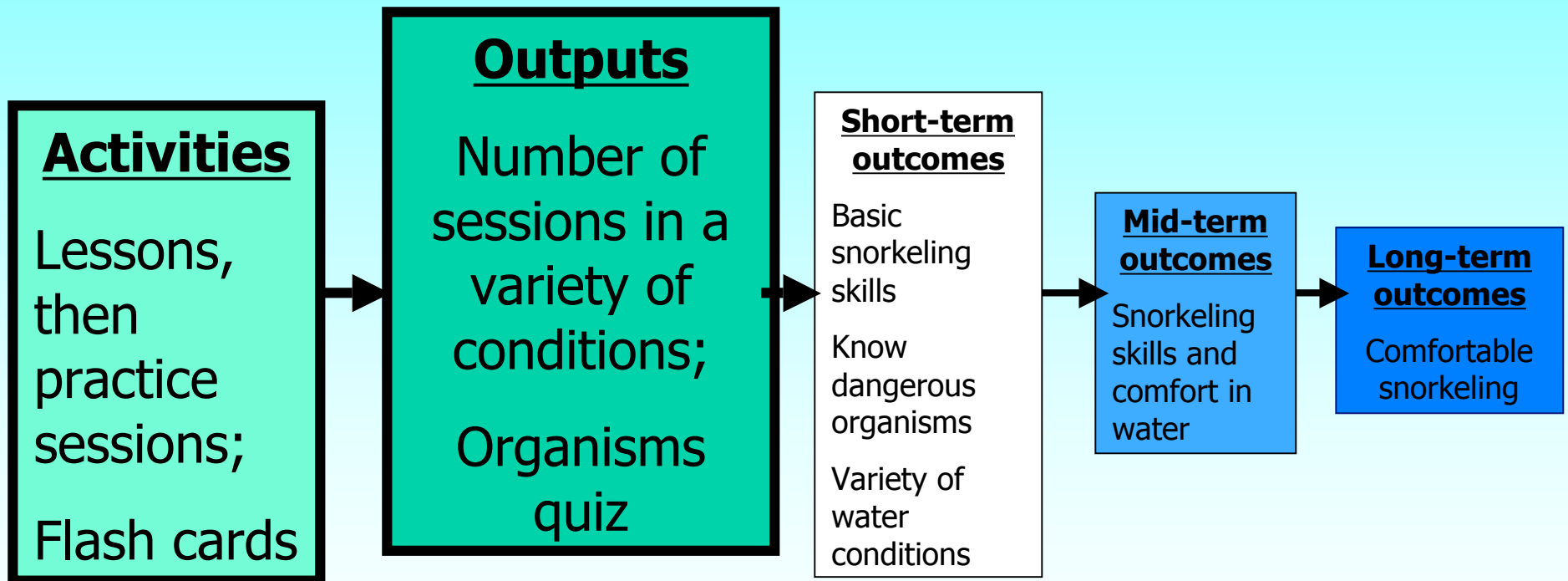


What You Do

Step 2. What Activities and Outputs Contribute to Achieving Those Outcomes?

What are the most effective activities, techniques, information, or other tools that will help move the audience or resource from its current state to the desired state (the expected outcome).

Activities and Outputs



Resources

Step 3. List the Resources Needed and/or Available

- What will be needed to achieve the desired impact?
- What is available?
- How can you get the difference?
- If you can't, then go back to step 1.

Resources

Resources

Snorkeling equipment;
Pool and ocean access;
Marine organisms books and flash cards;
Instructor

Activities

Lessons, then practice sessions;
Flash cards

Outputs

Number of sessions and conditions;
Organisms quiz

Short-term outcomes

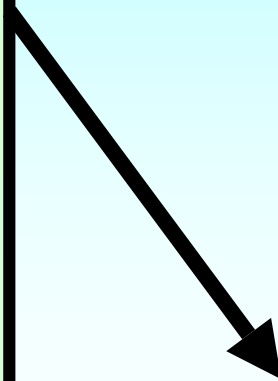
Basic snorkeling skills;
Know dangerous organisms
Variety of water conditions

Mid-term outcomes

Snorkeling skills and comfort in water

Long-term outcomes

Comfortable snorkeling



Objectives

Step 4. Does it Link together?

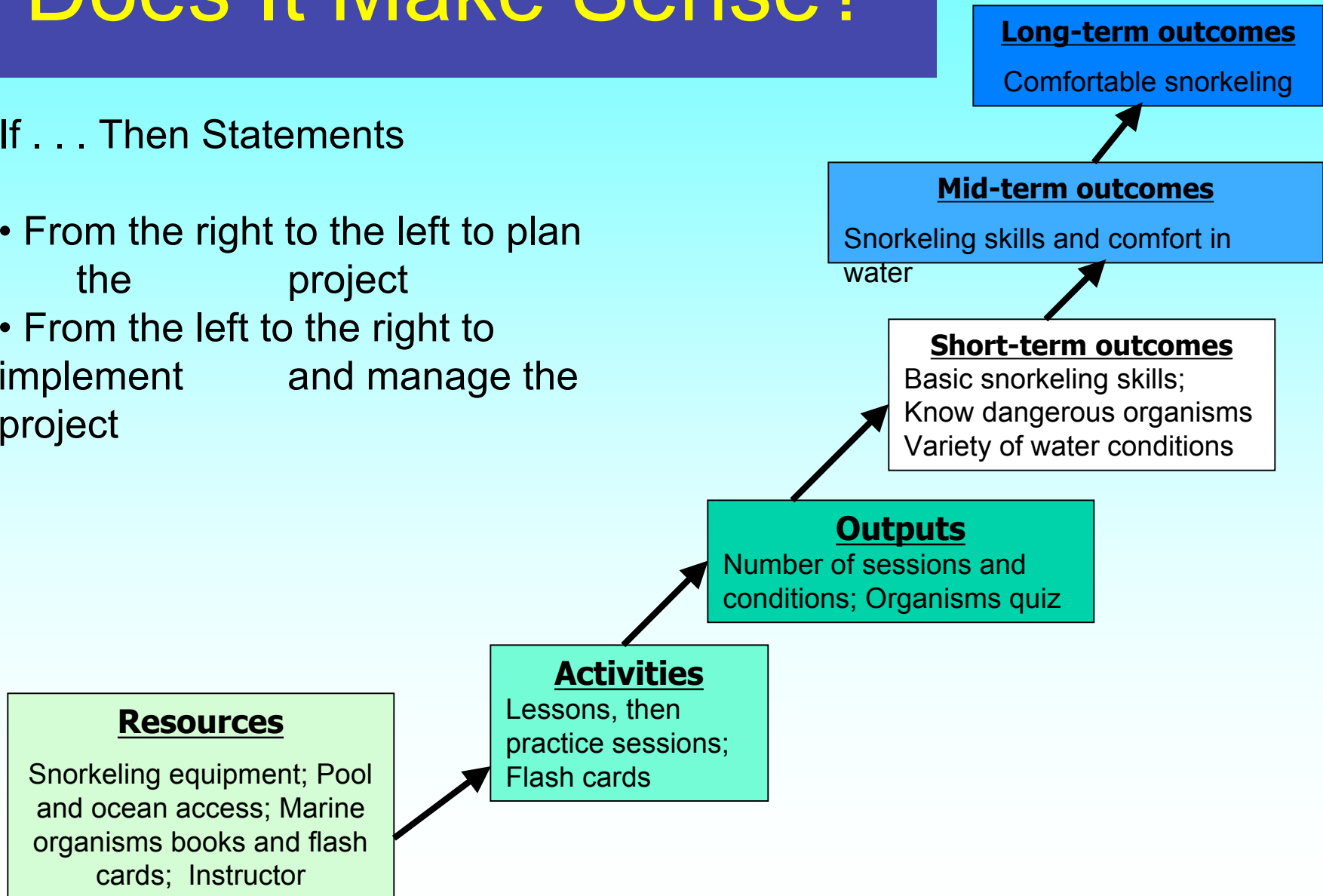
- Do the statements (boxes) in the model make sense when read from left to right?
- Can you make logical connections between each activity and output and an intended outcome?
- Are sufficient resources available to achieve the outputs?

If you answer NO to any of these, review the plan, determine what isn't logical, and amend as needed

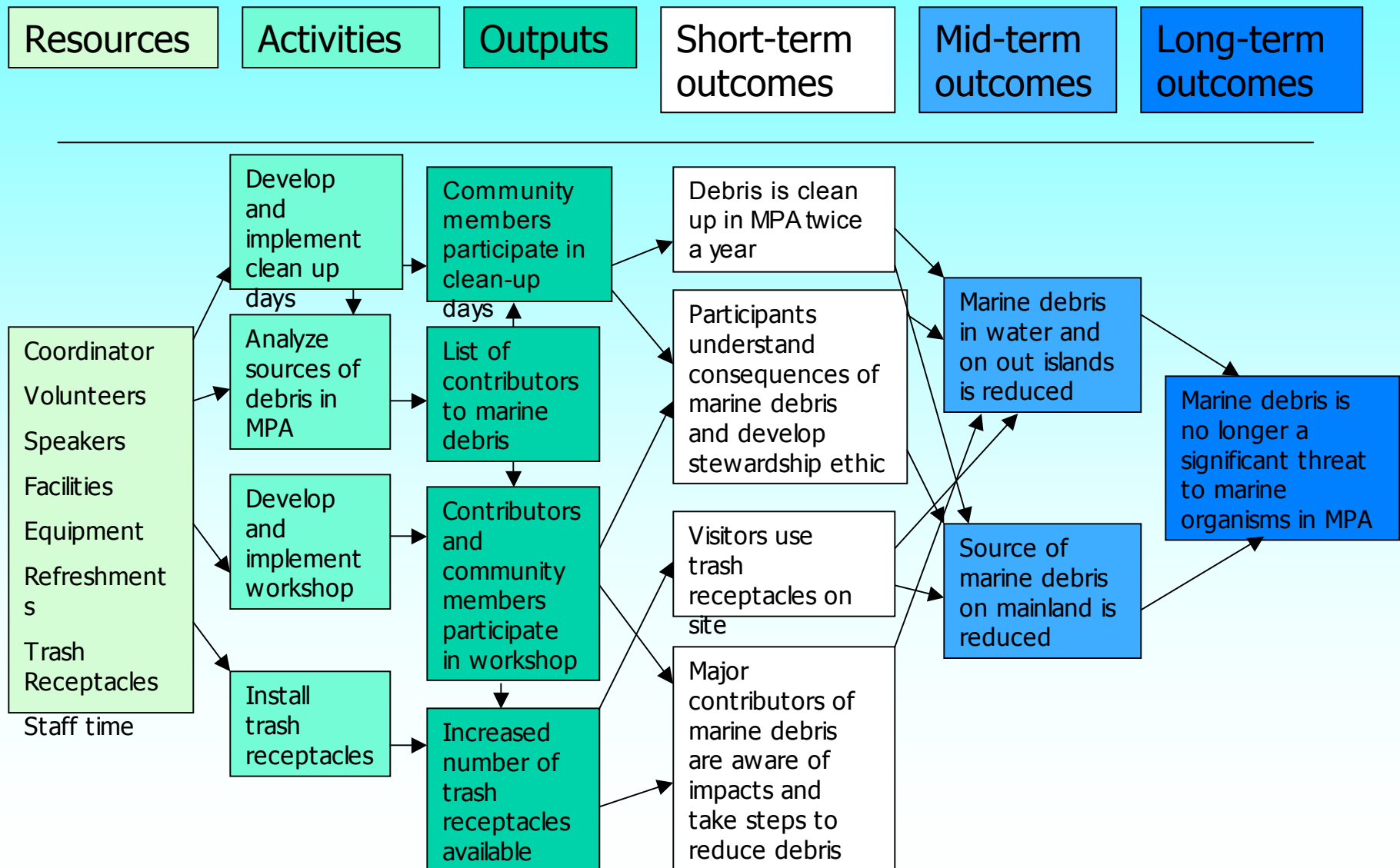
Does It Make Sense?

If . . . Then Statements

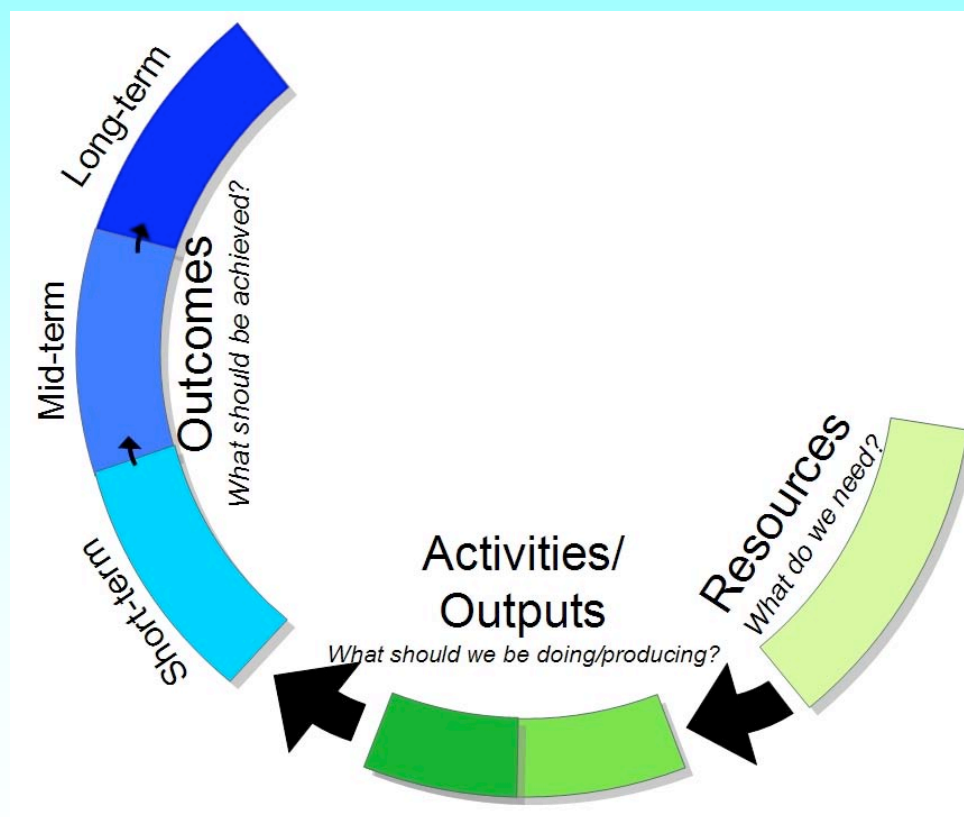
- From the right to the left to plan the project
- From the left to the right to implement and manage the project



Reducing Marine Debris in MPA



Practice Planning Process



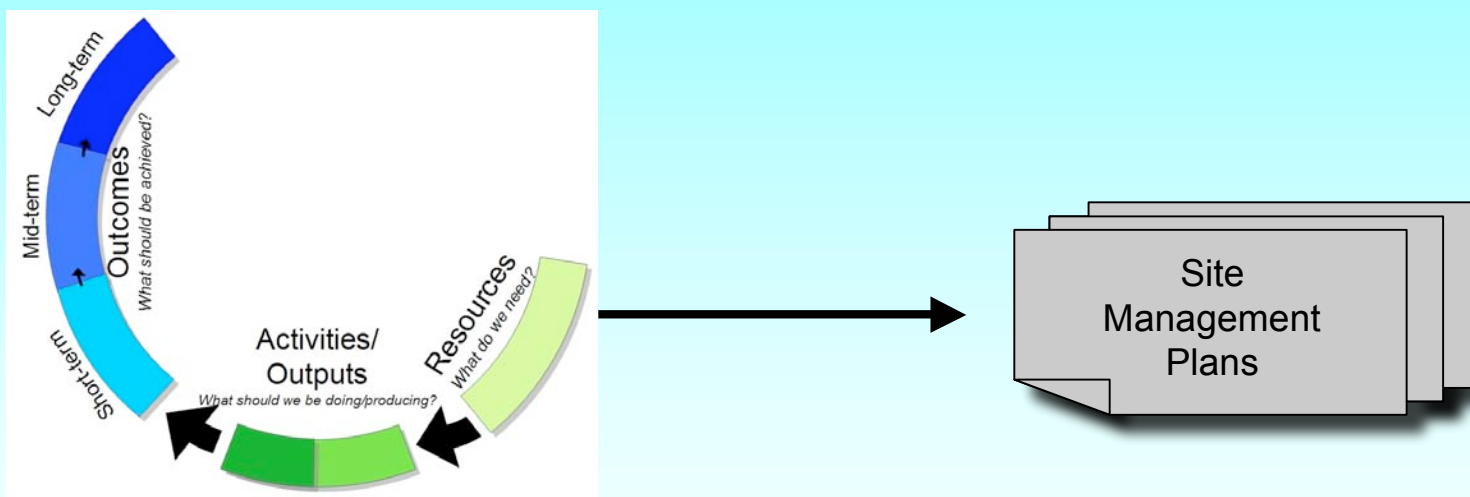
Benefits of the Planning Process

- Shows how all the components fit together
- Demonstrates how elements contribute to the mission
- Helps connect how resources are used and impacts from their use
- Helps identify appropriate indicators of performance effectiveness
- Basis of planning, evaluation, and management decisions

Common Pitfalls in Creating and Using Planning Process

- Get hung up on the language
- Can work in columns/rows and forget the connections are what make it LOGICAL
- Confuse performance measures with evaluation
- View as linear
- Mix scales (different level of detail at different levels of organization)
- May only want it as a “paper product”

Planning Process TO SITE PLANS



Site Plan Content Outline

Site Goals

Current and Emerging Issues

- Summary of important site specific issues impacting preserve
- Authorities (summary; any variance for site) Management Strategies

Quantifiable management strategies & objectives

- Monitoring
- Education and outreach
- Access and use
- Restoration
- Stakeholder engagement (volunteers)
- Land acquisition priorities

Background

- Boundaries
- Brief historical information highlighting changes since last plan
- Demographic information and trends
- Brief info on cultural (archeological), geophysical resource
- Brief description of what resources

Appendix

- stakeholder involvement in plan development
- Lists of listed species, exotic species
- Characterize state of knowledge about resources; more detailed resource information
- List of partners, management agreements

Common Pitfalls of Site Planning

- Most strategic/site plans have broad goals and actions (benefits/limitations?)
- Most strategic/site plans have many priorities or no priorities
- Most strategic/site plans do not incorporate resources required to complete actions
- Most strategic/site plans focus only on the biophysical goals
- Unable to assess “success” of efforts

Planning Process Activity

Step 1.

Identify the impacts (outcomes) of the project on the intended audience and/or issue (as long-, mid- and short-term outcomes).

Step 2.

List the activities and outputs needed to achieve the outcomes

Step 3.

List the resources needed and/or available

Step 4.

Read the blocks left-to-right as a series of “If . . then...” statements.